



United States Navy Human Performance Center Virginia Beach, Va.

Focus

*The focus of the Human Performance Center is on **performance improvement**: identifying and removing all factors that could prevent a Sailor, a team, a unit, or an organization from achieving its highest level of performance.*

In September 2003, the CNO established the Navy's Human Performance Center (HPC) in Virginia Beach, Va. The establishment of this new command was a direct result of the Executive Review of Navy Training (ERNT) and Task Force EXCEL. Those efforts determined that explicitly managing human performance was not a function the Navy was currently performing. The HPC was initially tasked to serve three customers - the Sailor, the Fleet, and the Acquisition community. HPC's mission is to address a performance deficiency by systematically analyzing the specific tasks, the individuals involved, the processes and policies governing the activity, as well as the overarching environment and the organization to diagnose the entire performance system.

The focus is on performance, not the performer.

The traditional way to "treat" problems had been to focus only on the individual, and the usual answer was more training. The assumption was that poor performance was simply a result of poor knowledge or skill that could be easily fixed by sending the Sailor back to the schoolhouse. In fact, more training historically solves the problem less than 20% of the time. More often than not, a number of different factors contribute to poor performance. These other factors typically include processes, incentives, tools and equipment, manpower, and clarity of goals.

How it Works...

Starting with a performance requirement rather than a solution, the HPC can apply the Human Performance Improvement (HPI) process to precisely identify root problems. For example, HPC analysts discovered there were no standard performance requirements for Air Intercept Controllers (AIC) and supervisors. Therefore, training alone could not achieve a consistent performance level throughout the Fleet. The HPC analysts recommended proficiency levels be established that match mission needs. Then, the appropriate training could be developed to meet those performance requirements consistently throughout the Fleet.

Another key component of the HPC mission is the "Science of Learning." The Navy will use this discipline to better understand how adults learn and perform in a wide variety of settings. When training is part of the performance strategy, human performance practitioners will use the Science of Learning to advise training developers on the best possible cost or performance trade-offs. The HPC is partnering with organizations, both inside and beyond the Navy, to ensure the best training possible.

What's Being Said ...

"The Human Performance Center will make our Navy more efficient. I want to say this, we cannot achieve our vision, we cannot have the Navy we dream about in the 21st Century without this commitment in the Human Performance Center."

- Admiral Vern Clark
Chief of Naval Operations
September 9, 2003

"The Human Performance Center takes a broader and bigger look at a performance deficiency and the possible solutions, and works with the Fleet to determine what makes best sense. While a training or education solution may be a very good, near term expedient way to solve a problem, in the long run, it may be the least effective, least efficient way to do business."

- Vice Admiral Al Harms, Jr.
Commander
Naval Education & Training Command
September 9, 2003

"Establishing the HPC has been the highlight of my Naval career. The opportunity to work with such a highly talented group of professionals on projects with virtually every organization in the Navy, including the TYCOMs, the SYSCOMs, BUPERS, NETC and OPNAV, is tremendously rewarding. It's exciting work that produces a real product day in and day out!"

- Captain Matt Peters
Commander
Human Performance Center
September 9, 2003



Industry Benchmarks

Many successful companies are using the human performance approach to improve their advantage in today's marketplace. Industry benchmarks show an 8:1 return on investment and a 10-20% performance improvement. Initial HPI analyses are completed in 90-120 days. *Eighty percent of the recommended solutions are non-training related and key on processes, incentives, equipment and other factors.*

Status

The HPC currently has over 100 military and civilian personnel in 25+ HP Detachments throughout the Navy's operational, training and acquisition communities. HPC completed more than 20 pilot HPI projects this past year. Teams focused on improving weapons handling, flight deck safety and air intercept controller performance, as well as reducing training costs and oil spill occurrences. HPC personnel have also been completing multiple Job Task Analyses (JTA's) in support of the Revolution in Training and Sea Warrior.



Successes

Snapshots of recent Human Performance Center successes:

- Initial projects yielded over 150 recommendations, with a potential return on investment of \$70 million. An impressive 87% of the recommendations were non-training solutions. Implementation of the recommendations is currently underway.
- An early effort with the Center for Explosive Ordnance and Diving determined ways to reduce the time associated with students awaiting instruction and awaiting transfer and will enable more productive use of our Sailors and their time.

Contact Us

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